

LIBRARY REVIEW REPORT

UNIVERSITY OF VISUAL AND PERFORMING ARTS



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1. EXTERNAL REVIEW PROCESS

The external review process is shaped by how much can reasonably and practicably be covered in a periodic external review process without imposing an additional burden on libraries which would reduce their effectiveness in providing services. The aim is to use evidence and data generated and used by the library itself to appraise quality of its services. The greater the reliance of external quality assessment upon the library's own evidence of self evaluation, the greater is the prospect that standards will be safeguarded and quality will be enhanced.

Purposes of the External Review Process in Libraries

- to safeguard the quality and effectiveness of library services in Sri Lankan universities.
- to facilitate continuous quality improvement
- to encourage good management of university libraries
- to instill confidence in a library's capacity to safeguard the quality and effectiveness of its services, both internally and externally
- to identify and share good practices in the provision of library services
- to achieve accountability through external quality assessment and a public report
- to provide systematic, clear and accessible information on the university library services

Main Features of the External Review Process

- Production of an analytical Self Evaluation Report (SER) by the library staff
- Peer Review: Review against the vision, mission, goals and objectives contained in the SER and a Review Visit of 2 to 3 days
- Publishing the Review Report with judgments, and the strengths/good practices and weaknesses identified.

Step-wise process of the external review of libraries is given in the Annex 1.

Self Evaluation Report

The first and most important step in the process of external review is the self evaluation by the library. The Self Evaluation Report (SER) is provided by the library staff. The proposed layout for the SER is as follows:

1. Introduction
2. Vision, Mission and Objectives
3. Management
4. Resources
5. Services
6. Integration
7. Contribution to Academic Output
8. Networking
9. Evaluation
10. Annexes

It is strongly recommended that the SER be limited to a maximum of 40 pages including annexes.

Peer Review

Peer review is carried out by a team of three academics with at least two librarians from the university system. The reviewers receive the library's SER prior to the review visit, gather evidence during the visit and then make judgments on the quality and effectiveness of library services.

The vision, mission, goals and objectives contained in the SER provide an important reference point for the external review. They are also reproduced in the review report. Reviewers evaluate the quality and effectiveness of services provided by the library under review according to the goals and objectives aspired to them by the library staff. Accordingly, management, resources and the services are all evaluated according to the goals, and objectives set by the library or university themselves. This approach allows the external review process to take account of innovation, creativity and the diversity of universities and libraries.

The external review process for university libraries identifies eight broad areas for assessment. Universities and their libraries affirm different missions and there are acknowledged differences in size, age and maturity of universities and libraries. It is important that the external review process does not distort the national picture by unreasonably and inaccurately measuring all libraries by a fixed 'gold standard'. However, at the same time, all libraries are expected to have in place and to be able to account for arrangements for quality assurance of their activities that support and sustain the quality and effectiveness they claim, and reflect agreed national guidelines.

Aspects of Evaluation

The following eight aspects have been chosen by the QAA Council of the UGC through participatory workshops as the most important areas for external review of libraries. These aspects of evaluation reflect the concerns and expectations of staff in Sri Lankan university libraries.

1. Mission and Goals
2. Management
3. Resources
4. Services
5. Integration
6. Contribution to Academic Output
7. Networking
8. Evaluation

2. BACKGROUND OF THE UNIVERSITY AND THE LIBRARY

The University of the Visual and Performing Arts (UVPA), one of the 15 National Universities in Sri Lanka, functioning under the University Grants Commission, Ministry of Higher Education has a long history which runs to late 19th century. Its beginning was at the Ceylon Technical College, in the year 1893. The 1st department was Arts with specialties in Art and Drawing.

In 1949, the Arts & Crafts section was shifted from the Ceylon Technical College premises to 'Heywood House' at Horton place and was named as the School of Art and conducted courses leading to Diplomas. In 1952, and 1953 the Music and Dancing sections were

introduced and the school was renamed as the Government College of Fine Arts with Art and Sculpture as subjects.

In 1974, College of Fine Arts was elevated to the status of a university affiliated institution under section 85 (4) of the Universities Act No. 01 of 1972 and renamed as the Institute of Aesthetic studies. The University had three schools and an Academy. Namely: School of Art and Sculpture, School of Music, School of Dancing and Ballet and the Ramanathan Academy of Jaffna.

In 1975, the Ramanathan Academy was detached from the Institute of Aesthetic Studies and affiliated to the University of Jaffna. In 1980 the Institute of Aesthetic Studies was affiliated to the University of Kelaniya. In 2005 The University of Visual and Performing Arts was established as per Universities Act no 16, of 1978 by a special gazette notification.

The UVPA presently consists of three faculties namely; Faculty of Dance and Drama, Faculty of Music and Faculty of Visual Arts. There are 22 Departments functioning under these three faculties (Pl. see annexure I)

The present Library of the University of Visual and Performing Arts has been initiated with the library collection of Music, Dance and Art with its inception in late 19th century, as the Art section of the Colombo Technical College located at Maradana. In 1948 the School of Art along with its library collection has been brought to Haywood building at Horton Place, Colombo 07 and named as the Library of School of Art. In 1991 the library of School of Art was housed in Mahagama Sekera hall and in 2000 the library has been shifted to the 3rd floor of the new building in the Faculty of Visual Arts in the same premises. Presently, there are two branch libraries functioning under the UVPA main library located at two different places namely: Faculty of Dance and Drama (at Albert Crescent, Colombo 07, where the 3rd year and fourth year undergraduates of Faculties of Dance and Drama and Music are accommodated) and at Kohuwala where the first and the second year students of the Faculties of Dance and Drama and Music are accommodated.

3. FINDINGS OF THE REVIEW TEAM

3.1 Vision and Mission of the Library

The University Vision

To be the most sought after and undisputed leader in visual and performing arts nationally and in the region of Asia Pacific, while producing competent, innovative and creative artists.

The University Mission

To disseminate knowledge and skills in the field of visual and performing arts while developing and fostering art, culture, and promoting research to achieve excellence regionally and to be self sufficient in all resources by year 2020.

Library Vision

The library supports the academic programmes of the University of the Visual and Performing Arts by being the centre of excellence in the provision, distribution and preservation of knowledge on visual and performing arts in the country.

Library Mission

To provide comprehensive resources and services in support of the research, teaching and learning needs of the University and research community.

The UVPA has developed a Performance Improvement Strategic Plan (2011 – 2015) for the University which includes 7 goals. the Goal 01 contains 09 objectives and the 1st objective includes inter alia: “ Make , identified lecture halls, Libraries, labs and studios sound proof and air conditioned by 2012” . As per time schedule the main Library will be air conditioned during the year 2011. In addition there are plans to air condition the library of Dancing Faculty and set up sound proof and air condition the Audio video studio of Dancing Faculty. The UVPA has had a 05 year (2008 – 2012) Corporate Plan which also had its 6th Goal and its objectives as follows;

Goal 6 -To act as a ‘Bridge’ to connect university and the society through quality services to achieve common goals of the university

Objective 6.1.: To introduce new trends in Library and Information Science to enhance beneficiaries needs.

Objective 6.2: To create maximum feasibility atmosphere to provide quality services.

Objective 6.3: To promote maximum usage of the collection of libraries by academics and student population.

Objective 6.4: To introduce Library Automation System for bibliographic controls and retrievals.

Objective 6.5: To introduce virtual library concept for visual and performing arts.

Objective 6.6: To introduce knowledge exchanging programmes nationally and internationally.

Objective 6.7: To introduce “Library Week” to promote connectivity nationally and internationally with the society.

Objective 6.8: To promote accountability and transparency.

It seems that less emphasis has been given to the library in the UVPA from its inception. The Chapter 09 of the Corporate Plan (2008 – 2012) states that a proper place to set up the Main Library should be identified. But, seems less attention has paid for the requirement. The Performance Improvement Strategic Plan (2011 -2015) emphasizes the air conditioning of the existing libraries. This as well seems confined to the statement and nothing has so far happened. On the other hand these become mere statements when compared the estimated budget and the actual budget allocations for the year.

A central library with all modern equipments and user friendly advanced technological facilities is a must for the UVPA. The branch libraries at different locations may be established with basic facilities for the convenience of the readers but the main library and other two branch libraries should be given more emphasis identifying and preserving it as a National asset.

3.2. Management

The libraries’ function is to help the university to achieve its mission and goals. The UVPA presently operates 03 libraries at three different venues i.e. Horton Place, Referene section 1794 Sq.ft., Lending section 1558 Sq.ft., Office 225 Sq.ft., Kohuwala Library 3300 Sq.ft.,

and the Branch Library located at the Faculty of Dance and Drama approximately 600 Sq.ft.) The library is provided with 14 cadre positions at different categories. 15 positions have already been filled. The Senior Assistant Librarian post is vacant. The two branch libraries located at the Kohuwala centre and in the Faculty of Dance & Drama are managed by two Library Assistants. (The Library Assistant is a clerical position) There are 03 Library attendants serving in three locations (Main Library, Kohuwala and Dance & Drama) and 01 is deployed in the University book shop. 02 laborers are deployed in the main library. In order to perform a better service, the lending collection, reference collection and reading facilities are provided with least space in all these 03 locations.

There had not been a qualified Librarian from the inception of the library. The Library had been run by library Assistants and in 2002 an Assistant Librarian has been recruited. In 2008 and 2009 services of a Librarian and Senior Assistant Librarian have been obtained for a temporary period and the first Librarian is recruited only in (August) 2010.

The library is still suffering with required number of qualified staff and problem has been aggravated due to branch libraries being established in different locations. Funds are allocated on a routine manner with little emphasis given to the library requirements and the Librarian is hardly summoned for the meetings and consulted about the future plans of the library. The Library Committee is met regularly but the Librarian is not a member in the Faculty Board. The Librarian is considered a designated officer of the university as per the University Act No.16 of 1978 and he may be summoned for all the official meetings especially where academic matters are discussed.

The Senate Library Committee is the highest decision making body of the University on Library operation and the Committee comprises of the Vice Chancellor, Deans of all faculties, Academic staff representatives and the Librarian as members. The Senate Library Committee brings in most of the recommendation on the developing the libraries in the system.

3.3 Resources

Introduction

The Review Team observed the physical resources available at the main library at Horton Place, and branch libraries at Albert Crescent and Kohuwala premises. The main library serve mainly the staff and students of the Visual Arts faculty while there is a small collection of Dance and Drama books at Albert Crescent and books on Music at Kohuwala branch library.

Table 1 - Library Staff

Designation	approved cadre	Year appointed	Unfilled cadre	Main library	Kohuwala	D & D Library
Librarian	01	2010		01		
Senior Assistant librarian	01		01			
Assistant Librarian	01			On leave		
Senior Staff Assistant	01				01	
Library Assistant	06			05		01
Library Attendant	04			01	01	01
Labourer	02			02		

It was observed that the library staff is inadequate to run an effective service. The period between 2002 and 2007 the library has been administered by a Senior Library Assistant, a situation extremely unsatisfactory. The Sr. Staff Assistant has attended to all routine work (acquisition of books, reader services etc) but did not have the know-how or authority to develop the library system. Being a member of the para-professional staff she was not in a position to influence the authorities to take progressive measures. However she and the library staff should be commended for maintaining the status quo during this period. An Assistant Librarian had been appointed in 2007 and granted probationary study leave for post graduate studies. An acting Librarian has been appointed to look after the library during this period. During this period internal administration has not been very effective for there has been books borrowed by academic staff exceeding the limit (10 books at a time) and not returned for long periods so much so that there has been an audit query regarding this. The incumbent librarian has tried his best recall the issues thus borrowed, and to claim replacement charges for those not returned. This matter has been discussed at the Library Committee to decide on the appropriate action.

From 2008 to 2009 the university has obtained the services of two senior librarians on contract basis for one year each, who has tried to attend to develop the collection and attend to other short comings. The incumbent Librarian was appointed only in 2010. This situation has affected the development of the library and its services. One Library Attendant has been assigned to work in the university book shop thus the library lost his services. This attendant should be transferred back to the library immediately to alleviate the problem of staff shortages.

The work of the support staff (Library Assistants, Library Attendants, and Labourers) is commendable. They work as a team and share the work among them irrespective of the positions they hold in the library. Academic staff as well as the students appreciated their support. One library Assistant has a post graduate diploma in LIS, and two others who have completed the diploma while others are following the LIS courses.

The library staff has been encouraged to follow the computer literacy course conducted for the staff by the university.

Physical Resources:

Buildings:

Buildings in all three libraries are not specifically designed for libraries and the space provided is woefully inadequate. It does not provide a pleasurable reading environment for readers.

Main library: The academic staff and students commented on the difficulty in using the main library which is housed in the 3rd floor of the Visual Arts building. The library staff also mentioned about the difficulties in transporting books up and down when they have to send books to branch libraries. The space is divided into librarian's office, Reference collection, Lending collection, bindery and office, and the books are organized in two sections: Sinhala and English. There are only 72 seats in both lending and reference sections. The reading desks designed for two are being used by 3 users, and they are arranged without sufficient space for the students move about freely.

D & D Library: Limited only to a small room of 700 sq. feet which has been designed for a canteen. It can accommodate only 17 seats. The room doesn't have a single window, and is very warm especially during afternoons. Noise coming from outside disturb the students throughout the day. Library also keeps around 10 plastic chairs to be used when the seats are not sufficient which happens often.

Kohuwala branch library: This is also a room partitioned in two to accommodate reference and lending sections. There are 41 seats, which again are arranged tightly so that there is very little room for movement. There is no card catalogue and the computer having the electronic catalogue is out of order. There is an intercom connection which is not functioning at the moment. The Senior Staff Assistant and the Attendant share the work and run an effective service which is commendable.

Infrastructure:

The main library and the branch libraries have internet facilities but do not have a LAN. There is no campus wide network in the University and this affects the services. The library is in need of a sufficient number of computers with high speed internet connectivity to be used by the students. Students commented that with low speed connectivity they are unable to download articles, graphics etc. which is essential for study purposes.

Collections:

It is expected that a university having three faculties: Visual Arts; Dance & Drama, and Music with 22 departments of study should have a comprehensive collection of print materials, journals and a multimedia collection and access to electronic resources to serve the academic staff and students. Being the only national university of this nature, the resources should not only serve the academic staff and students but serve the researchers, and other users. However the collections at present are not adequate to serve the purpose. The present collection has around 50,000 volumes, 59 print journal subscriptions and around 200 CDs.

Books:

Students and staff commented on the severe shortage of books especially in newly established departments in the faculties. E.g Dept. of Theatre, Oriental Ballet & Modern Dance, Dept. of Percussion Music, Dept. of Western Music etc. The issues discussed by the students with regard to the library collection and use are as follows:

- Need of multiple copies of books written by authors other than the lecturers in the University;
- Request for books on English grammar, other languages which are taught in some modules (Hindi, Tamil), IQ, and subject specific texts;
- Dispersed collections: Books on Music and Dance housed in the Main library while the lectures are conducted at Kohuwala and Albert Crescent premises;
- Insufficient time to visit the library according to their present lecture schedule;
- Some of the essential books are in the permanent reference section, therefore they cannot borrow them for overnight reference;
- Non-availability of photocopying service adjacent to the library;
- Limited opening hours: since the lectures are conducted from 8 am to 5 pm they don't get sufficient free time to visit the library. The students from D & D library and Kohuwala branch said that they are unable to use the main library where most of the essential materials are held because of this reason. Request to open the library until 7.00 pm
- Inadequate collections in the D & D library though 2nd, 3rd, and 4th year students study at Albert Crescent.

- Noise in the D & D library.
- Students visit Museum Library, National Library, Dept. of Archives and the Indian Cultural Centre to fulfill their needs.
- Request for reading rooms for group study
- Request for computers with high speed internet connectivity

The issues raised by the academic staff:

- Recommended materials have not been purchased by the library;
- Lack of resources e.g. music pieces (e.g Beethoven), foreign books, review texts;
- Multi media resource centre attached to the library.

The academic staff of D & D faculty admitted that there has been a lapse on their part for not sending recommended readings to the library. They stressed the importance of having a library and a fully equipped multi-media resource centre, and a computer lounge with high speed internet connectivity to be used by the staff and students. One lecturer mentioned that there is no lab for them to develop study material, and what they have done using other resources they are unable to make available to the students as there is no multi media centre in the library which can take the responsibility of providing access to these materials.

Journals:

Very few journals are on order and neither the academic staff nor students made any comments about the limited number of journal subscriptions, though one Senior Lecturer pointed out the absence of access to electronic databases such as JSTOR which is very valuable for their research.

CD Collection

The number available and usage was very much limited due to the following reasons:

- Limited number of terminals in the Library;
- Unavailability of Internet access;
- Low bandwidth and as a result long downloading time;
- Constant breakdown of machines (e.g. Kohuwala branch library)

Special collections

- Rare book collection
- Sri Lanka collection

There are a limited number of rare books which should be preserved and the establishment of conservation and preservation unit in the library was discussed by the academic staff. Some of the old copies have been damaged due to heavy use. The products of academic staff and students should be preserved for posterity and establishment of a fully equipped (with high resolution scanners, colour photocopiers, printers) is stressed.

Access to Resources

Library catalogue:

Main library has a card catalogue and also two terminals to search the online catalogue. The Librarian after he took office has developed the library catalogue using WINISIS software (open source software). The library assistant at the D & D library helps students in finding

books in the library. However, the Kohuwala branch library does not have either a card or computerized catalogue.

Limited number of computer terminals

Only the main library has two computers reference and lending in the main library for the use of students.

Budget

There is no accepted procedure or formula for fund allocation. The library has received Rs. 5m. in 2009, no allocation in 2010 (though the university has paid for some of the orders), and 4 m. in 2011. The allocation has been divided into four equal parts and allocated to three faculties + general allocation to purchase general books, encyclopedia etc. of Arts. The allocation at present is grossly inadequate to develop the collection. Action should be taken to request for more funds and develop a procedure to distribute the annual allocation.

3.4 Services

The university is functioning from three locations with the undergraduate populations shown in Table 2

Table 2. Locations of the UVPA Library

Location	Student group	No. of students
Horton Place	Visual & Performing Arts	286
Albert Crescent	Dance & Drama; Music – 3 rd & 4 th years	685
Kohuwala	Dance & Drama; Music -1 st & 2 nd years	981

Table 2 – Distribution of students between 3 locations

Services provided by the library have to be evaluated within the framework of the library operating from three locations. The Review Team observed that the library staff has exerted all efforts to provide as much as service within the resource base available to them. Insufficiency or the inability to provide any desirable service was stemming out of the insufficiency of the resource base as well as the distribution of academic and research activities in three locations.

The library offers the following services at present:

- Basic reference facilities
- A limited number of seats for reading
- Lending of books
- Interlibrary loans
- Photocopying service
- Library bibliographic services are at the development stage

3.5 Integration

The university has recruited its first full time Librarian less than a year ago. The academic staff expressed that the absence of the Librarian during the formative years of the university has lead to the low priority accorded to the library in allocating resources and inclusion of infrastructure development project as early as possible in the master plan. They also noted that some progress is observed with the arrival of the permanent Librarian. This positive outlook offers the Librarian and other staff to integrate with the other stakeholders. At the moment, the Librarian serves as a member in the following bodies:

- The Senate
- The Library Committee
- Staff meeting
- Staff Development Programmes – Academic, Executive and Non Academic

3.6 Contribution to Academic Output

In this section the Review team was expected to analyze the contributions made by the library to the university with regard to teaching, learning, research activities, and national development.

The SER indicated (pp. 12) three activities which contribute to the academic output. : Library Orientation programme, publishing a newsletter, and discussion. Library Orientation programme is limited to a one hour lecture and a site visit provided to first year students which the Review team believes is inadequate to familiarize the students to the library environment, and encourage them to use the library. Library newsletter is limited to new accessions list which is circulated among the academic staff. The library does not publish a student guide separately, but one chapter on library services is given in the handbook. The librarian and the branch library staff provide personalized service when staff or students come to the library for support. The library also provides service to the students of other universities and institutes.

The Review Team confirms that the library provides a satisfactory service even with severe limitations in trained manpower resources, infrastructure facilities and other physical resources. The library statistics revealed that the library is used very regularly by the students, and the discussions had with the students confirmed this view. The limitations could be addressed by improving the physical resources to provide a reading conducive environment, extending library opening hours, improving the collection, providing a multi-media laboratory under the supervision of the librarian for students to use the library material. The Review Team also noted that the collection needs to be reorganized with books in Sinhala and English shelved together instead of having separate sections. Library has not initiated any information literacy programmes up to now, but discussions with the librarian revealed that importance of such courses are recognized by the academic staff and students. The library does not provide access to electronic material by way of data bases or e-books and e-journals. The Review Team felt that it was essential for a university specializing in performing arts be equipped with electronic resources so that the quality of graduates and research output of the academic staff would increase. Some of the academic staff members mentioned the absence of relevant databases.

D & D library maintain a suggestion book and students have given comments about the library. These included requests for material, extended opening hours, discomfort in the reading room (there isn't a single window in this room), noise but there was no indication that these comments have been read by the library staff. The Team also noted the polite way the students have addressed the library staff which is not seen in other universities.

3.7 Networking

Since the scope of the university is limited to 'fine arts', the opportunities the library has in participating in most of the active library networks in the country is minimal. However, the students and staff expressed their use of a number of libraries useful for their studies and

research, which are listed under ‘strengths’. Therefore, there is an opportunity to formulate some form of cooperative programmes with such institutions.

3.8 Evaluation

The review team was expected to evaluate the methods adopted by the library to evaluate its performance. Quantitative as well as qualitative methods used to obtain feedback from the library users and performance indicators used to evaluate the library need to be reviewed here.

It was revealed that no evaluation mechanism has been implemented in the recent past due to the absence of a librarian. There is no evidence that it has been carried out at all. Only day to day operations have been maintained. The incumbent librarian is keen on introducing several evaluation processes but the staff shortages hamper its implementation. The following measures have been taken:

- Daily statistics on circulation and library usage;
- Evaluating the collection subject wise to identify gaps in certain subject areas;
- Survey on usage of printed periodicals (going on at the moment);
- Monthly statistics on new arrivals.

Various statistics were collected on library operations, but proper Performance Standards are not established. There was no evidence that a formal evaluation of its performance have been conducted. It is recommended that evaluations of services, strength of collections, usage (on any other aspect considered important) through questionnaires may be introduced at frequent intervals. This feedback should be obtained from all users: academic staff, students, and most important administrators. This information will be vital for the librarian to request for additional funds to develop the collection, infrastructure and services.

4. CONCLUSIONS

1. Vision, Mission and Objectives

Good Practices/Strengths

- Apart from the Vision and mission of the University the Library has its own Vision and mission
- The cohesiveness and the positive and courteous behavior among employees and undergraduates is commendable

Weaknesses

- unawareness among employees almost in all levels in the library about the University and the Library vision and mission
- not being able to pay attention and realize the significance of the library particularly to this University as it is the only University of this nature in the country
- Insufficient number of qualified middle level employees who can understand and interpret the vision, mission, goals and objectives of the library and act accordingly

The judgment assigned to this aspect is; needs major improvements

2. Management

Strengths/Good Practices

- Initiation already taken by the management by appointing a qualified librarian for the library
- enthusiasm and leadership demonstrated by the present librarian towards the development of the employees in the library and to maintain a favorable rapport among all parties concerned
- The commitment and the duty consciousness among all categories of the employees in the library

Weaknesses

- Lack of senior staff available in the library
- Lack of training facilities available for the library staff
- insufficient funds made available for the library
- Present library being established in an inconvenient location where the readers are discouraged to visit the library

Judgment assigned to this aspect is; needs major improvements

3. Resources

Strengths/ Good Practices

- Appointment of a permanent Librarian;
- Interest in the Top Management (e.g. Vice Chancellor, Deans etc.) to develop Library Network;
- Enthusiasm and Commitment of Library Staff;
- Practice of obtaining recommendations from academic staff for acquisitions
- Collections organized using international standards (AACR 2 &DDC);
- Development of the automated database using WINISIS data which could be converted to any integrated library system in the future.
- Positive work attitudes
- Team work irrespective of the positions they hold

Weaknesses

- Unsatisfactory condition of the buildings, limited space for expansion;
- Environment not conducive for study and reference;
- Unavailability of Library Policy and Operational Guidelines;
- Unavailability of ICT and other infrastructure facilities;
- Unavailability of internet connectivity, computer lounges for students;
- Absence of a multi-media centre;
- Lack of publicity of Library Resources among users;
- Lack of close communication with students and staff.

Judgment assigned to this aspect is; needs major improvements

4. Services

Strengths/Good Practices

- The University of Visual and Performing Arts is the only university in the country dedicated to 'Fine Arts'. As such, there is a tremendous potential to develop the library making it as a repository for various types of materials required for educational and research needs of the community. Apart from providing traditional library services using mostly the print based resources, opportunities are there to expand into multimedia resources and services and to act as an archive. This important background also could be made into a definite strength.
- It appeared that the library staff is providing library information services to the extent they could afford. There was evidence that they try to offer a personalized service. They have shown their dedication and willingness to address issues before them to the best of their ability despite the adverse operating environment. The fact that they are performing the duties as a team irrespective to their positions can be regarded as a strength.
- The faculty and students too were found to be conscious of the importance of the library and the use of information services to enhance their career. Students expressed their desire to use the library resources and services towards the betterment of their career prospects.

Weaknesses

- Services provided at the Albert Crescent premises has only focused the Faculty of Dance and Drama ,thus necessitating the students and staff of the Faculty of Music to use the main library located distantly. Students expressed that it takes more than one and half hours to visit main library and therefore more often they refrain from going there even if it is needed. This situation has lead to the requesting of another (branch) library for the Faculty of Music. The building space and other resources too are completely inadequate even for its present mission of catering to the Faculty of D&D. Therefore, the major weakness is the total insufficiency of infrastructure provided at the Albert Crescent Premises.
- Library reading facilities are severely limited due to lack of space. Its present seating capacities against the student population is shown in Table3.

Table 3 – Seating capacity against the student population

Location	Number of students served	Seating capacity	Seating capacity as a percentage of student population	Capacity required to accommodate 20% of present student population
Horton Place	557	72	12.9	111
Albert Crescent	368*	17	04.6	74*
Kohuwala	981	41	04.2	196

*Note : At Albert Crescent only the Faculty of D&D considered here. If the present total population to be served, 20% of 639, 108 seats to be provided.

- The location of the main library (at Horton Place) at the third floor level become a hindrance to its widespread use.
- Services provided at the Kohuwala premises is also inadequate due to lack of its resource base including the floor space, the number of staff etc.
- Lack of an Online Public Access Catalogue at all locations is a major weakness. At present work is underway to develop the library catalogue using WINISIS software. The library needs extra personal computers (perhaps with space?) and networking to achieve this goal.
- Library user education programmes are still at the elementary stage of induction which is basically due to lack of sufficient suitable staff.
- As evinced from the discussions the Review Team had with the academic staff, the opportunities to develop the library multimedia resource center are very much higher. However, due to lack of space, PC's etc. this has become a distant goal. In all the disciplines the library is dealing with, the locally generated contents such as notations for drumming by veteran artists, multimedia recordings of dancing / drama of local and foreign artists, important images of paintings etc. could be either procured, copied or recorded/edited and kept in the library.
- The library has still not properly initiated the selection of an integrated software system to run the library operations.
- Students expressed that the time taken for photocopying articles from the photocopying service is too long.

Judgment assigned to this aspect is; needs major improvements

5. Integration

Strengths/Good practices

- The close rapport between the library staff and the faculty provides a conducive environment to develop integration between both parties.
- The Library is in the ideal position to serve the university community by acquiring, organizing providing multimedia resources required by them.

Weaknesses

- Absence of participation of the Librarian or his representative from a number of academic / administrative forums such as Faculty Boards, Deans Committee, Finance Committee, Postgraduate Committee, Research and Publications Committee, etc.

The judgment assigned to this aspect is; needs major improvements

6. Contribution to Academic output

Strengths/Good practices

- Collection and availability of statistics on some library operations.
- Availability of a Suggestion Book for user feedback.
- New accessions list

Weaknesses

- Neglect of library by top management during the past;
- Staff and students relying on outside sources in addition to the library resources to satisfy their needs;
- Inability of the library to promote the use

The judgment assigned to this aspect is; needs major improvements

7. Networking

Strengths/Good Practices

- The location of the university in close proximity to some important libraries such as the Museum Library, the National Library, the Government Archives, Postgraduate Institute of Archaeology, The Indian Cultural Centre, etc.
- Familiar use of relevant libraries by students and staff

Weaknesses

- Lack of initiative to enter into cooperative ventures such as library networks, institutional membership schemes etc. with the relevant libraries some of which are already listed above.

The judgment assigned to this aspect is; needs major improvements

8. Evaluation

Strengths/Good Practices

- Few evaluation mechanisms are already in place;
- Opportunity for introducing new procedures with the appointment of a librarian;
- Commitment of library staff.

Weaknesses

- Unavailability of Policy / Guidelines for the evaluation of performance.
- Limited mechanisms to assess performance.
- Non-usage of Service and Delivery Standards approved by SCOLIS / UGC.
- Unavailability of professional Performance Indicators.

The judgment assigned to this aspect is: Satisfactory

5. RECOMMENDATIONS

The Review team is of the opinion that some of the recommendations can be implemented immediately while others may take some time due to the time taken for planning, approvals, funding and implementation.

1. Formulate Vision, mission, goals and objectives taking into consideration the uniqueness and the special features of the university
2. Prepare the library corporate plan with a clear vision, mission statements, Goals, objectives strategies and activities.

3. Increase the library vote for procurement of books and periodicals and electronic resources in order to strengthen the collection of books, journals, multimedia and electronic resources
4. Identify the titles of periodicals , textbooks to be ordered , full text databases to be subscribed etc. in consultation with the relevant faculties
5. Divide the library vote among faculties according to established criteria such as the number of population served and among periodicals and other resources.
6. Make available all external funds generated out of the library contribution to procure capital expenditure items such as improvement of facilities, purchase of PC's etc.
7. Obtain permission to increase library cadre against a set plan of development of libraries in three locations.
8. Fill the vacant position of Senior Assistant Librarian (SAL) (at SAL or AL level).
9. Shift the main library to a suitable location on the ground floor with easy access and where space is available for expansion in order to make it convenient to both academic staff, library staff and students
10. Re-organize the library collections for the convenience of academic staff and students. This may need moving library materials from main library to branch libraries
11. Develop a branch library for Albert Crescent premises covering both faculties. Until, a permanent building is made available, the university administration is expected to provide some sufficient space for this. As practical academic activities of both faculties may generate noise, efforts must be made to minimize the disturbances caused by noise by locating the facility in a less noisy area or by air-conditioning etc.
12. Expand the facilities of branch libraries
13. Extend the service hours to suit the community requirements. Short term solution could be found by allowing the existing library staff to work on overtime basis until such time more staff is recruited.
14. Publicize and use SCOLIS / UGC approved Service and Delivery Standards,
15. Devise a library cooperation mechanism such as networking with relevant libraries or if it is not feasible entering into institutional membership with such libraries to enable borrowing of materials or the use of such libraries by the university community.
16. Develop the library website with links to useful libraries and a subject gateway.
17. Upgrade the library software with a suitable integrated system to enable the provision of online public access catalogue (OPAC) and web-OPAC
18. Introduce suitable user education programmes/ information literacy skills development programmes: an introductory short programme at the first year and an advanced programme at the second year. (note : the strengthening of the library academic staff becomes a prerequisite for this aspect).
19. Develop an archive and multimedia center to edit, conserve and preserve important relevant artifacts such as films, videos, audios etc. and to offer the use of such materials for the community.
20. Introduce faculty library committees.

21. Invite Librarian for the Deans Committee, Finance Committee, Postgraduate Committee, Research and Publications Committee (or the appropriate forum).
22. Invite Librarian or Senior Assistant Librarian / Assistant Librarian in charge of the faculty library for the Faculty Board
23. Develop Policy / Guidelines for evaluation,
24. Develop and adopt suitable Performance Indicators.
25. Maintain suggestion books at the Main Library and Kohuwala Branch Library (D&D Library maintains one) and implement important and applicable suggestions; inform about the steps taken or the correct situation in respect of individual suggestions along with each suggestion.
26. Provide an A3 size scanner at the main library.
27. Improve the photocopying facilities at all locations with the ability to give photocopies within a reasonable short time.
28. Assign responsibilities to due positions with proper recognition
29. Re-assign the Library Attendant employed at the Book Shop back in the Library.
30. Make available appropriate training for the employees
31. Provide a wash room for library staff at the Main Library.
32. Provide transportation arrangements when necessary, to coordinate work within three libraries.

6. ANNEXES

Annex 1. AGENDA FOR THE LIBRARY REVIEW VISIT

Day 01 – 16th June 2011

0830 – 0900 hrs.	Meeting of Review Panel with QAA Council representative
0900 – 0930 hrs.	Meeting with the Vice Chancellor
0930 – 1000 hrs.	Meeting with the Chairman/QAA Unit
1000 – 1030 hrs.	Tea
1030 – 1100 hrs.	Meeting with Library Committee
1100 – 1200 hrs.	Library visit – Faculty of Dance and Drama
1200 – 1300 hrs.	Lunch
1300 – 1400 hrs.	Presentation on the SER and discussion
1400 – 1445 hrs.	Library visit
1445 – 1515 hrs.	Meeting with the senior staff of the library
1515 – 1530 hrs.	Tea
1530 – 1600 hrs.	Wrap up meeting

Day 02 – 17th June, 2011

0900 – 1000 hrs.	Meeting with the Faculty of Dance and Drama and FGS (staff, undergraduate and postgraduate students)
1000 – 1015 hrs.	Tea
1015 – 1115 hrs.	Meeting with Faculty of Music (staff and undergraduates)
1115 – 1200 hrs.	Meeting with the Faculty of Visual and Performing Arts (staff and Undergraduates)
1200 – 1300 hrs.	Lunch
1300 – 1330 hrs.	Meeting with the para- professional staff of the library
1330 – 1430 hrs.	Observing documents
1430 – 1600 hrs.	Library visit – Kohuwala branch library (working tea)

Day 03 – 18th June, 2011

0900 – 1000 hrs.	Meeting with the support staff of the library
1000 – 1015 hrs.	Tea
1015 – 1115 hrs.	Meeting of the reviewers
1115 – 1200 hrs.	Discussion with the senior staff
1200 – 1300 hrs.	Lunch
1300 -	Report Writing.